


GROCERY CLERKS
WHO HAVE
BECOME SUCCESSFUL

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A FAMOUS GROCERY CLERK

GROCERY CLERKS WHO HAVE BECOME SUCCESSFUL

A FEW INTERESTING SKETCHES
COMPILED FOR THE BENEFIT OF
GROCERY SALESMEN



Compiled, Published and Distributed by
BARTLETT ARKELL
President of the Beech-Nut Packing Company
Canajoharie, N. Y.

Edited by
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Beech-Nut Packing Company, Canajoharie, N. Y.

FOREWORD

THERE are, I suppose, over a million men and women who are now engaged in selling food products from behind the grocery counter. Five, ten, twenty years hence, a certain number of these will have reached eminence in their own communities—many will be nationally known and some will have reached such heights that their names and praise will be sung around the world.

In this small book are brief sketches of the lives of men who have reached success in various fields and whose first jobs were behind the grocery counters. Grocery stores, when most of these men began, were not what they are today. As social headquarters, the old stores probably excelled our present-day groceries, but no such service—no packaged goods—no such shelf, counter, and window displays were ever dreamed of, as we are now accustomed to see everywhere.

I hope in this compilation of biographies there will be much inspiration for those

thousands of men and women who are now engaged in retail grocery store salesmanship. Perhaps thoughts will come to you, as you read the sketches of these successful men, which will spur you on to do what some of them have done.

To those men who have by their kind co-operation made this little book possible, I am very grateful. What they have written, it seems to me, is a decidedly valuable contribution to the literature of the business in which you and I and all my business associates are engaged.

If you find this book helpful and stimulating, I would be glad to hear from you. Additional copies of the book may be had if you will address me personally.

BARTLETT ARKELL
President, Beech-Nut Packing Company
CANAJOHARIE, N. Y.

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INTRODUCTION

IS THERE one of us who has read the life of Abraham Lincoln without having been inspired? Not a single person who reads this book can claim a more lowly beginning than "Honest Abe." Clerking in grocery stores was quite the thing in Lincoln's time. Many successful men of his generation got their start that way.

Histories do not tell us, though, of men who used their spare time as Lincoln did. "I will study," he said, "and when the time comes I will be ready." Lincoln made the most of his spare time as a grocery clerk in the store of Denton Offuts in the village of New Salem, Illinois. This was the first position that he held after leaving his father's roof in August, 1831, at the age of twenty-two, to make his fortune. On rainy days and in dull moments he improved his mind by the study of English grammar, chiefly a book called Kirkham's Grammar.

Here, too, he laid the foundation for his

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title of "Honest Abe." It is told of him that once when he inadvertently charged a customer six and one-fourth cents too much, he walked three miles, after the store was closed, to return the money. He made a similar reparation when he discovered that the scales he had used to weigh out a pound of tea were not accurate.

His biographers do not mention what his salary was, but it is recorded that his employer, Mr. Offuts, had paid him fifty cents a day to take a flat boat and cargo down to New Orleans the previous spring. Mr. Offuts had too many irons in the fire, and his business, as Lincoln put it, "petered out."

Before the store was fairly closed, however, and the clerk out of employment, the Governor of Illinois called for volunteers for the Black Hawk War, and Lincoln immediately enlisted, in April, 1832. Very much to his surprise, he was elected captain of the volunteer company.

On his return from the war in August, 1832, he went into a partnership with William F. Berry to conduct a grocery store in New

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Salem. Lincoln had no money, but his reputation for scrupulous honesty immediately established his credit. The venture proved unsuccessful, and the partner untrustworthy. He decamped, leaving Lincoln to take the responsibility for the joint indebtedness. It was seventeen years before Lincoln was able, from his modest earnings as a lawyer, to clear up this indebtedness.

We are indebted to Al and Ray Rockett for the pictures herein used and taken from the moving picture play, "The Dramatic Life of Abraham Lincoln," showing "Abe" in Offuts' store, behind the counter. Those of you who have not read the life of Lincoln, have much pleasure and profitable stimulation ahead of you if you will get some good biography and read it.

Abraham Lincoln's son, Robert T. Lincoln, was for many years president of the Pullman Company, founded by George M. Pullman, to whom the development of our modern Pullman sleeping cars is largely due. It was a Canajoharie boy, who—right in our home town, where Beech-Nut products are made—

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first took out the patents on the "Wagner Palace Car." Mr. Wagner lived here for many years and met his death, while in one of his own cars, during a collision.

Long before George M. Pullman had heard of a sleeping car or knew there was such a man as Wagner or such a town as Canajoharie, he clerked behind the counter in a grocery store. Years later, after Mr. Pullman had become one of the country's greatest industrial leaders, he remarked of his early retail training, "It was in that little store that I learned the value of service. Of the customers who visited the store, those were most pleased who were best and quickest served. I soon made up my mind that the surest way to success is through service."

The Associated Press recently carried an item showing that one hundred and forty-seven years ago, in the then very small town of Worcester, Massachusetts, there existed the firm of "Dawes & Coolidge," grocers. It is claimed that it was a direct ancestor of our vice-president and at least an indirect ancestor of President Coolidge, who formed in 1777, a partnership destined to be renewed in 1924.

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But few people know that the great Wells-Fargo Express Company was developed by a former grocery clerk, William George Fargo. Nearly one hundred years ago—in 1835—Fargo, a youth of seventeen, took a job in Syracuse, New York, as a clerk in the grocery store of Hough & Gilbert. After a year there, he took a better position in another grocery in the same city. About three years later, he became the manager of Dunford & Company; and in 1840 with his younger brother, Jerome, started a grocery of his own in the village of Weedsport, New York. As he could only get such staples as salt, tea, coffee, and sugar from any distance—transportation being too slow for perishable products—Fargo began thinking of ways and means to establish quicker and better transportation. His interest led him to close his grocery store soon after, and as a messenger for Wells, Livingston & Pomeroy, started in their express service from Albany to Buffalo, and so the Wells-Fargo Express Company had its beginning.

George Peabody, one of the greatest of our American philanthropists, began clerking in a

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grocery store in Danvers, Massachusetts, more than fifty years before the Civil War began. He was only eleven when he secured his first situation. He stuck there for five years, then entered his brother's general store, and later became manager for his uncle who had a general store in the District of Columbia. Just after the War of 1812, when he was only nineteen years old, he started his own little store at Georgetown, D. C. Moving to Baltimore in the next year, his business so prospered that eight years later branches were established in New York and Philadelphia. About 1830 or shortly thereafter, George Peabody, having the interests of Maryland at heart, went to London and sold State of Maryland bonds to the amount of eight million dollars. His success convinced him that his field of work was finance, and in 1837 he settled in London to become a world-known banker and broker. Hundreds of charities were the recipients of his beneficence for over a period of twenty or thirty years, and when he died, in 1869, his funeral was held in Westminster Abbey, and a British frigate carried his body to America.

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He was buried at Danvers, Massachusetts, his birthplace. The name of the town has since been changed to Peabody, in honor of the poor little eleven-year-old grocery clerk who did so much not only for his own community but for the world.

It is a list both long and honorable which records the names of the boys—many of them country boys—who through contact with their fellow men, through hard, laborious work in early and late hours, and because of patient study and ambition, finally rose to heights of fame from their start behind the cracker barrel. Only a suggestion of the long roll can be given in a book of this size.

In the following pages you will read with interest and with value to you, we hope, brief sketches of former clerks who are now the heads of their own business. All of them are successful and very influential in their own sections. Some of them are men known throughout the entire world.

In their own words, just as they wrote to us, they tell you the help their first work as grocery clerks has been to them in all the years

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of business in which they have since been engaged. In some cases it has been necessary for the sake of brevity to edit the letters, and in those instances where the material was not sent to us in letter form, the data has been compiled by us from other sources.





A QUAIN T GROCERY

ABRAHAM LINCOLN

JUST look at that corner of a grocery in the opposite illustration. Even though it does show one of the greatest men the world has ever known, modern merchants may be permitted to smile at its crudeness.

“Abe” Lincoln’s first venture in the retail business was when he was employed as a clerk in Offuts’ store—a one-room log cabin structure—specializing in groceries, but also handling tinware, crockery, and socks.

Mr. Lincoln must have had an excellent mind even as a very young man. Else, how could he have remembered where the many items were kept in stock? Notice the shelves, how crowded they are, how jumbled, how thoroughly untidy. Notice the lower ledge. It looks like a parking place for relics from the darkest ages.

What is a ledge for? For the storing of merchandise, or for the *display* of merchandise?

Every ledge represents display space, and, therefore, should have a trim. For the trim,

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and for no other purpose, should the space be utilized. Small articles in particular can be neatly arranged on the ledge. They may be samples of the articles on shelves above, but placed on the ledge so as to be nearer the customer's sight.

The wall behind the ledge can be fitted up with some inexpensive decoration. Lattice-work, for example. Some neutral colored but pleasantly patterned cloth can be tacked to the wall.

Such things as these—lattice-work and small screens—are a part of the present day store's equipment.

Storekeeping in Lincoln's day had not progressed to the point where such details could be thought of.

There are but few merchants today—even the most careless—whose stores look like Mr. Offuts'. Nevertheless, there *are* stores even now that have stock arranged in ways to be sniggered at. What is more ridiculous, from an efficiency point of view, than having one brand of merchandise behind another brand on the same shelf?

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What storekeeper of today would have a counter similar to the one made of unpolished boards over which Lincoln sold his wares? Such a piece of equipment is as out of date as horse cars. But, having better counters, do modern merchants handle them correctly? Not all. Though he was not favored with a polished counter, Lincoln at least had a clear one. You can see that nothing encumbers it.

The muddled appearance of the shelves in Lincoln's working place suggests this thought: That merchants would do well to go through their shelves and eliminate all things that do not belong there. What a collection of rubbish would frequently result!

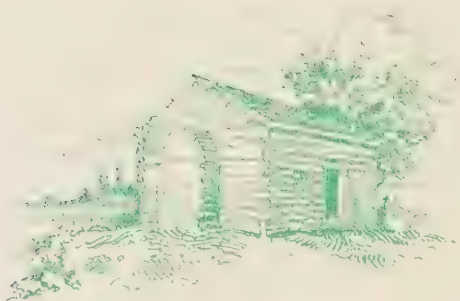
The sign in front of the store is part of the store's equipment. It is a notice to the world that within is a place where wanted merchandise is available. Yet not infrequently the sign is a neglected thing. It is seldom cleaned, though dust flying on it and wind beating upon it make cleaning a necessity.

Mr. Offuts had his sign directly above the door through which people entered. Hardly any objection may be voiced against that.

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But it failed in one vital point. It gave no intimation of what the store sold. Naturally every one in that neighborhood knew that Mr. Offuts sold groceries and some general merchandise. But today, when competition is so keen, it is vital that the store sign be explicit, and give an indication of the type of goods it sells.

Whatever faults we may find with the store in which Lincoln was employed, we must be lenient in our opinion because of the era in which it flourished. But no such leniency is due to any man of today who is in the business of retailing.





A. LINCOLN ACKER

A. LINCOLN ACKER

WE SUSPECT that Mr. Acker's first name is Abraham and, therefore, we think it is particularly fitting that his letter should immediately follow the comments that we have made about his illustrious namesake, our sixteenth President.

When a sixteen-year-old boy, as carrier of the store keys, it was my privilege, on October 5, 1881, to first open the door of the Finley-Acker Company.

My duties were varied: salesman, order clerk, store opener and, yes—store sweeper when necessary.

We were not particular as to the character of our duties; we were trained to do whatever was to be done. The initial salary was three dollars per week.

Commercial conditions were different in those days; the hours of daily toil were not limited, but the principles governing success have not changed.

Today, without doubt, there are greater

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opportunities than ever for individual success. Managers of large businesses are constantly on the alert to find intelligent, active young men who are willing to make the necessary sacrifices so essential to success. Men in whom responsibility can be placed are in demand.

To succeed, one must actually believe in his business. He must enjoy it. He must be willing to render an intelligent, unselfish, unremitting devotion to his business, and must be absolutely loyal to his duties. This can only result when one is in harmony with his work.

When one's chief desire is for success for the business rather than the attainment of personal ends, personal success may be depended upon to follow.

I have always envied the man behind the counter. When advanced responsibility made it necessary for me to forego the pleasure of constantly meeting customers, I felt that I had lost a valued part of life.

The cheerful salesman, who sincerely desires to please, is sure to make friends, and these friends frequently develop into valued personal assets valued through life.

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Here's to the young man of today and to his glorious opportunities! He is sure to be successful if he will honestly and intelligently attend to business, and is willing to render the necessary thought, time, and effort to succeed.



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S. M. FLICKINGER

IN MR. FLICKINGER'S career, the value of thrift is once more exemplified. An orphan at the age of two, in 1923 he did a thirteen million dollar business.

I was an orphan at the age of two years, taken in charge by a neighboring family, who were farmers. My education was obtained in country district schools. After I was twelve years of age, the only time I attended school was during the winter—a period of about fourteen to sixteen weeks each year. In the summer I worked on the farm, and at the age of twenty-one left it for the city, started to work for a grocer at seven dollars per week and had to pay my own board. I received an advance in my wages five times during the first year.

I stayed with this organization for about fifteen years, and concluding there was not very much chance for further advancement, owing to the fact there were so many relatives connected with the company, I concluded to

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leave, and engaged in the retail grocery business for myself.

After continuing in this for about two years, I started in 1902 in the wholesale grocery business with about sixteen thousand dollars that I had saved. Business grew rapidly and in 1910 we built our present warehouse and offices in Buffalo. Prior to 1910 I had incorporated the S. M. Flickinger Co.; two years later we established a wholesale grocery business at Jamestown and built a large warehouse there; in 1914 we established a wholesale grocery business in Rochester, giving us three full-fledged jobbing houses; in 1918 we started our first chain store in Buffalo; in 1919 we had sixty-nine chain stores in operation; in 1920, one hundred and thirty stores; in 1921, one hundred and eighty-five stores; in 1922, two hundred and five stores; in 1923, two hundred and thirty-two stores; and January 1, 1924, two hundred and seventy-four stores. Our combined sales for 1923 were twelve million six hundred thousand dollars.

We also have a chain of stores known as the Red & White Chain, which are owned by

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individual grocers, but are under a contract with the Flickinger Company to make all of their purchases from us in our line.

We are expanding our business continually upon sound, conservative lines. Our plan is not to go into a market and drive other people out of business, but rather to take and organize together business concerns that are having trouble meeting the changed conditions. Our policy is to conserve, not to destroy.

I have often been asked the question, "What were your ambitions when a boy?" I think that my greatest ambition was to build. I was very fond of building play houses and toys; I always got as much joy out of work as I ever did out of play.

I have been asked the question, "How did your first experience behind the counter help you?" I might say that my observation was that personality was the great factor in getting business. I recall that there was considerable rivalry among the clerks to see who would accumulate the most sales, and I found that personality, service, prompt attention, and a cheerful countenance were the greatest factors

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in attracting the public to you. I here wish to state that I never allowed myself to be brow-beaten into giving overweight or measure on the part of the public. I well recall two parties who tried that on me when I first started clerking, but I stood firm and, therefore, was strongly disliked by them for a time, but they afterwards became staunch friends. I recall as a boy that I had a very strong will, but was always careful in the statements I made; however, when I did state that I was going to do anything, my pride forced me to see it through.

I believe there is a splendid chance for young men today, in fact just as good as there ever has been. Of course, in the lower strata in the line of endeavor there is fierce competition; but if a young man is a stickler and will fight through, and reach the higher plane, he will surely find a wonderful field of opportunity, as there is always plenty of room near the top.

WILLIAM W. ANSPACH

MR. ANSPACH earned the princely wage of fifty dollars during his first year and at the end of twelve months had saved twenty-four dollars. He tells how his thrift made it possible for him to buy a half interest in the store he had started clerking in five years earlier.

In giving us the following story of his career, Mr. Anspach said:

This story is furnished you only with the hope that it may inspire some boy to appreciate the fact that in starting out the small salary given him is only part of what he gets. For under a wise and painstaking merchant or manager, he will get information; and if he has any initiative may develop salesmanship, which after all is what every business man, every professional man, every mechanic must have, and sell to his customers, clients or members in order to succeed.

At the age of fifteen I was offered a position to clerk in a general store in the town of Mifflinburg, Penna., at that time a town of proba-



WILLIAM W. ANSPACH

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bly less than one thousand people. The head of the firm, Major W. R. Foster, of Foster & Brother, offered me fifty dollars per year and my board, and I was in high glee. I broke the news to my father who was not in sympathy with my plans, but wanted me to continue in school. Knowing that as a school teacher with a family of six to look after, and employed only six months of the year at that, and learning that our little home had a mortgage of three hundred dollars against it, I argued the question with him and won. After due consideration, father told me that he and mother had decided to let me have my own way, informing me, however, that I could not help reduce the mortgage, but that he wanted me to be careful, economical and save what I could out of the year's earnings. At the end of the year I had twenty-four dollars left out of the fifty dollars. I then worked for a while at a salary of eight dollars, a few months later ten dollars a month, and then with another concern in the same town for four years; receiving one hundred and twenty dollars, one hundred and forty-four dollars,

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one hundred and eighty dollars, and three hundred dollars per year, respectively.

At this time I had the opportunity of buying a one-half interest in the old store where I started clerking five years before. During that period I managed to save four hundred dollars. We inventoried the stock, which amounted to four thousand eight hundred dollars, the half of which I purchased, paying four hundred down, and giving my note for two thousand dollars—which was worthless at the time, for I was but twenty and one-half years of age.

During these years I became acquainted with Marshall Reid, of Milton, Penna., who represented the Weikel & Smith Spice Co. through this section, and who in 1881 started in a small way to do a wholesale tobacco business. He was a very clever salesman, had a host of friends, and had the happy faculty of making friends out of both his customers and the boys about the store. We purchased from him everything we could in his line. Four years later, in the summer of 1886, he induced me to sell out my interest in the general store,

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come to Milton, and take an interest in the wholesale tobacco business.

I sold out in the month of August, 1886, spent a month in closing up the open accounts of Foster & Company, of which firm I was the Company, and arrived in Milton on the twenty-second day of September, 1886, with the idea of doing the inside work of the wholesale house, which at that time was doing a business of less than one hundred and fifty thousand dollars. For five months I had the inside work, starting in the morning at seven o'clock and often closing up the business late at night, against the wishes of my employers, but as I had no place to go and plenty of work to do, I preferred to spend the evenings in the office. The only salesman employed by the concern at that time left us on a two-days' notice, and Mr. Reid requested me to start out and cover the trade formerly covered by Mr. Spigelmeyer.

On the first of May, 1887, I did not have sufficient money to take a worthwhile interest in the wholesale tobacco business, but in 1889 I took a sixth interest, Mr. Reid loaning me

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the money I lacked to make the purchase. In 1890 Mr. Reid and I purchased the interest of his partner, at that time Mr. R. F. Wilson, the style of the firm being Reid & Company. Six months later Mr. H. R. Karchner joined the company, the style of which remained the same.

The business had a steady growth from the start, and we constantly extended our borders until we covered thirty-seven counties in the State, opened up a branch at Altoona, Penna., and was doing a business at the time of Mr. Reid's death in 1903 of one million dollars. Today instead of employing one salesman as in 1887, we have nineteen—six working from Altoona and thirteen from Milton.

A number of years ago Mr. Karchner retired on account of ill health, but at the age of sixty-three I am still taking an interest in directing and trying to develop salesmen—men who are able to impress upon the minds of dealers the importance of supplying their customers with merchandise of character—and still attending the “university of hard knocks,” with no hope of ever being graduated.



COL. DAVID FLYNN

COL. DAVID FLYNN

COLONEL FLYNN attributes a large part of his business success to the early training he received in character study when a grocery clerk.

Before he was fourteen years old, back in 1888, on the morning of the great blizzard, he started to work as a grocery clerk in one of the then prominent stores in Princeton. Each week there was tucked in his pay envelope three wonderful dollar bills. Twelve months of this work and young Flynn was promoted to chief clerk, and his salary doubled to the enormous sum of six dollars per week. The entire staff of the store at that time consisted of the proprietor and young Flynn, the chief clerk. Work began at seven a. m. and was finished at eleven each night. Flynn had the ambition at that time to become a shipping clerk in a wholesale grocery, but in 1893 fate stepped in to offer him a clerkship in the local post office. His friends thought that he would be anchored to that position for the remainder of his life.

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At the suggestion of Ex-President Grover Cleveland, Flynn took up the study of law with a correspondence school, and devoted all of his spare time to that study.

Shortly after this time, the First National Bank of Princeton was organized, and in 1899 Flynn was appointed to be teller of the bank. Later, through various promotions, he was made assistant cashier, cashier, vice-president, and finally president—the position that he now holds. During the World War, Colonel David Flynn served overseas as Major in the Eighth Division of the United States Army, and has since been appointed Colonel in the Officers' Reserve Corps.





HON. ENOS K. SAWYER

HON. ENOS K. SAWYER

THE Hon. Enos K. Sawyer clerked for five years in a store in an obscure town in New Hampshire. His belief in the advantages of the training in the study of human nature that the grocery business gives, should be an inspiration to every grocery salesman.

I started in the grocery business as a clerk during my school and college courses, working in vacation time, and after completing my education I worked for several years as a clerk for my father in his store at Franklin, N. H. I gradually assumed more and more responsibility, and was appointed the manager of the store, and on my father's death I took over the ownership.

I worked as a clerk approximately for five years, and I have never regretted that period of service, for it gave me an opportunity to learn many things that have been invaluable to me in my business and professional career.

The opportunity of a grocery clerk in dealing with the purchasing public, gives him an

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insight into human nature which is denied to most young men. The attention to detail, which is so necessary and important in a retail store, is a fundamental in his business training that will always be of value to him. The self-confidence, poise, and courtesy that he will gain from his attention to the customers, will all stand him in good stead as he develops and progresses. I know of no position in which a young man can become better grounded in the essentials and the fundamentals of business success, than in that of a grocery clerk.

The monetary consideration should be of secondary importance. I received six dollars a week when I started as clerk. Any grocery clerk will be paid exactly what he earns and if he thinks of his work first, his salary will usually take care of itself. However, if his mind is simply on his weekly envelope, his chances for advancement are much lessened. In other words, he should give himself up to his job, try and make himself the best salesman in his town or city, establish a reputation for courtesy, promptness, neatness, and honesty, and he will find that if his present

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employer does not recognize these qualities, some other employer will.

If he has not had an opportunity to complete his education, he should attend night schools or take a good correspondence course. Take up accounting, salesmanship, business law, or business management. There are countless jobs open for trained men. This is the day of specialization and he should specialize. We do not want him to remain always a grocery clerk. These few years, however, that he will serve as a clerk, can be made most productive if he only will get into the proper frame of mind, be loyal to his employer, courteous to his customers, and above all honest. If he follows these few simple suggestions, he will certainly reap his reward and some day find that he has ceased to be a grocery clerk and has advanced into a sphere of larger responsibilities and greater influence and success.

V. A. TRACY

MR. TRACY attended no school after he was fourteen except the school of experience, concerning which he tells you in the following interesting sketch.

I started work in a grocery store at the age of twelve years. The man that I worked for is still in business, so far as I know. When I was twelve years of age, I found it necessary to do something to help along the family finances. I was going to school in an effort to gain a little education, and after school hours, which were up to four o'clock in the afternoon in those days, I worked in this store, also on Saturdays. The name of the man I worked for was O. E. Adamson, at St. Francis, Kansas. (St. Francis is the county seat of Cheyenne County in the northwest corner of the State of Kansas.)

I then went to work for L. E. Harrison, remaining in his employ until I was within a few months of being eighteen years of age. As I remember, I quit school at about the age of fourteen years, after having completed the



V. A. TRACY

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eighth grade. That is all the schooling I have ever had or have been able to get. I then worked for Mr. Harrison steadily for the enormous salary of thirty-five to forty dollars a month.

Shortly before I became eighteen, I went to Denver, Colorado. I became interested in the possibilities of the retail grocery business in that city. Mr. Harrison backed me in the venture, which was an awful failure. I think I lasted seven or eight months and then blew up. I realized then that the retail grocery business was a man-sized job and that I was not adapted to the retail business, or wasn't at that tender age. I then went to Colorado Springs, Colorado, and worked for about six months for A. Hemenway & Son, the largest retail grocery store in Colorado Springs at that time, which was in 1900. I worked there for about six months and then went to work in Denver for the Lindquist Cracker Company. This was in 1901. This business grew and prospered, and I advanced myself in the interest of this concern to the extent that I became a director and officer of the company—

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which at that time was doing a tremendous volume of business. Mr. Lindquist died and the concern was re-organized; so I came to Salt Lake City in the year 1915, establishing this business, which has been very successful.



PHILIP H. FOSCUE

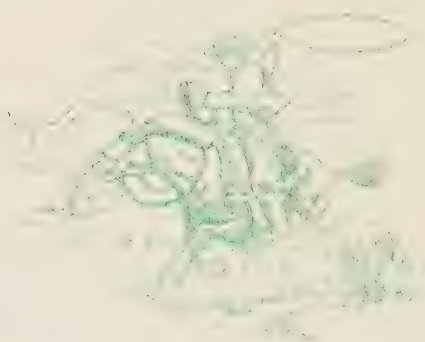
HERE is another president who began work as a clerk in a retail grocery store. Just as Colonel Flynn, who began in the little town of Princeton, New Jersey, and stayed there, finally becoming president of the bank; so Mr. Foscue began in the little town of Sulphur Springs, Texas, in 1879—drawing thirty dollars per month—and stayed on in his own home town and made a success.

Dr. Russell H. Conwell, the famous lecturer, in his well-known lecture, "Acres of Diamonds" (which, by the way, is published in book form and should be read by every young man), comments on the fact that right where you are success is possible. It is not necessary to travel the world over to find an opportunity. Given good health and average education, any young man can, with ideas and by hard work, carve out of life a reasonable success in his own community.

Three years after Mr. Foscue began clerking, he was employed by a wholesale grocery

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firm at a salary of one hundred dollars a month. Forty years ago he was offered the cashiership in the bank of which he is now the president. In commenting on his career, Mr. Foscue says, "As a young man, I studied my employer's interest, used my brain to increase and facilitate the handling of the business, never paid any attention to hours, and worked day and night when necessary."





L. M. STRATTON

Grocery Clerks Who Have Become Successful

L. M. STRATTON

THOUGH Mr. Stratton is at present only forty-three years old, he has been in the grocery business twenty-six years.

My very earliest experience in the grocery business was at the age of seventeen, when I became a clerk in a wholesale grocery business in the city of Nashville, Tennessee. I received only thirty dollars per month for this work, and when I took the job they gave me the title of assistant bill clerk; in reality, however, I was supposed to do what anyone else connected with the company told me to do. I did a little bit of most everything that was around the place to do—such as cleaning up in the morning, rolling sugar barrels, running errands, etc. My ambition at that time was to succeed in whatever job I had, and I always had my eye on the place ahead of the one in which I was working.

One of the first things that I learned in business was to strive to please my employer. The firm for which I worked was a partner-

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ship and one of the partners was a man who had been in the business for a number of years, and who took great pride in being the first to arrive at his store each morning. Noting this trait in him, I determined that I would not let the man for whom I was working get to his place of business earlier than I—and, after a little while, I was given a key to the store. The first morning after I got the key, I was on hand when my employer arrived. He seemed to be very much pleased at this, but moved up his time of arrival several minutes for the next morning, and so I in turn did the same thing; and, for a number of days, there was somewhat of a race between us as to who would be the first at the store each morning. Of course, being much younger than he, I won in the long run, and in a little while, without any solicitation on my part, I was advised that I was going to be given a very substantial raise in salary. My belief is that my catering to the whim of this old gentleman in this respect, prompted him to give me this raise.

I continued with this company for a period of nearly two years, when I was offered a posi-

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tion with a large packing concern located in Memphis. After working for them for some four or five years, I entered business on my own account in a small way, and from that start, my business has grown to its present volume.

My first business experience was selling newspapers, which I started at the age of nine and continued until I was fifteen. I then was clerk in a country drug store, working alternately in this drug store and a country bank until the position to which I referred was offered me—or, rather, was secured by me, because it took a good deal of hard work on my part to land that job.

J. T. DOWNEY

MR. DOWNEY's success is very largely due to the value of ideas, of which he had many, when he first started as a boy to work in his father's small grocery store.

I was practically raised behind the grocery counter. Father owned a small grocery store, and at a very early age I ran errands and helped him in a small way behind the counter. Due to father's wise understanding of a boy's mind, I soon found that interest in the work of his store dominated my other interests, and at the age of eight I had learned one big thing—that service was all a grocer had to sell.

My first real opportunity came when I told father that I thought we ought to allow our customers to buy potatoes early in the season and carry them in their cellars instead of our storing them and delivering them in the cold weather, when there was danger of their freezing. Within a short time I had secured enough orders to buy a carload of potatoes.

I reasoned that what could be done with



J. T. DOWNEY

Grocery Clerks Who Have Become Successful



potatoes could be done equally well with apples and other commodities of that kind, and so the following season we purchased an orchard of apples for two hundred dollars. We brought them to the city and lined them up in barrels in front of our store. Of course, the people in passing occasionally took an apple from a barrel—we wanted them to, as this gave them a taste of the fruit. We sold this entire orchard out by barrel; and father was so pleased that the following season he allowed me to make arrangements with an outlying farmer for his entire crop of cherries. This secured business for us for miles around and proved the beginning of my vision for success in the grocery field.

I attribute whatever advancement I have had in life to this one thing: the appreciation that things can be done even in a small business on a large scale. I made a resolution that if I was in a business where I could help the retail dealer, I would do so, and fortunately I landed in the advertising business, which gave me the desired opportunity.

My desire to help the retail grocer has been

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given a very definite form in our educational promotion work in connection with the Chicago Elevated Advertising Company. The thought that is embodied in such phrases as "Be neighborly, patronize your neighborhood dealer," and "If you buy out of your neighborhood and I buy out of my neighborhood, what will become of our neighborhood," has been constantly kept in the minds of the elevated passengers, calling the attention of the people in the dealer's neighborhood to the service he renders. We know that the neighborhood dealer appreciates this promotion work we are doing and we know that he will reciprocate in every possible way.

A small beginning affords one an opportunity to work into the broader avenues of commercial life, providing the work in hand is well and conscientiously performed.



JOHN S. ROSSELL

JOHN S. ROSSELL

BEGINNING work one morning shortly after daylight many years ago, Mr. Rossell had a salary of nothing a year.

His father was a merchant in Elkton, Maryland and his store carried a full line of dry goods and groceries. At a very early age, his son was assigned certain duties in the store. He was required to assist the other clerks to open up in the morning, and in waiting on the customers during the day. The store opened between six and seven a. m., and closed at eight p. m., except on Saturday nights, when it was kept open until ten o'clock.

John Settles Rossell sold everything in the grocery line, and incidentally sometimes delivered the goods. He received no wages, but his father was very proud of him, and was very kind to him, and he wanted for nothing that the ordinary boy required. The son developed an aptitude for business in his early years, and was keenly observant of all the details, even to the keeping of the accounts.

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These duties were performed before and after school, and during vacations. The son's ambition was to succeed his father, but the death of the father, before the boy had reached his twelfth year, thwarted this ambition.

He was then thrown very largely on his own resources, but had no difficulty in obtaining employment, when his time allowed, as a clerk in other business houses. He had been well instructed in politeness, obedience, industry, truthfulness, and honesty. His experiences behind the counter in his father's store, in meeting customers, and accommodating them, was a firm foundation for a public career that afterwards developed.

What might be termed the turning point came in later years, after he had passed through the many trials of a poor boy, and had developed as a newspaper man, so far as opportunity offered in a small country town. This led to his being selected as deputy clerk and treasurer of the County Commissioners; followed by his promotion to the position of chief, which offered him a broader field, and an opportunity for acquiring thorough conver-

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sance with public affairs. He was thus well prepared for selection as trust officer of the Security Trust and Safe Deposit Company, of Wilmington, Delaware, in 1889, and ultimately for the position that he now holds as president of that company, and incidentally to take a prominent part in public welfare work in the city and state. During the World War he was very prominent in Liberty Loan campaigns. He has been, a number of times, vice-president of the American Bankers Association, and has served two years as president of the Delaware Bankers Association.

He has great faith in the golden opportunity offered American boys, and believes very firmly that the boy who will cultivate manly, Christian virtues, and work industriously, is sure to attain success.

FRANK D. BRISTLEY

WE ARE indebted to the *American Grocer* for much of the following account of the interesting career of Mr. Bristley, who, before he was ten years of age, began working as a farmhand out in Ohio.

The career of Mr. Frank D. Bristley, vice-president of the Royal Baking Powder Company, is such a good example of the success that rewards persistent effort and ambition that it is well worth reading and should prove an inspiration to young men beginning their life work, especially in the grocery business.

During the first eight years of Mr. Bristley's existence his parents were prosperous, proud and honored, and he enjoyed all the usual advantages of a boy of that age. When he was eight years old, however, his father passed over the Great Divide. His long sickness prior to his death, left his widow and the six children, who survived, with a different world to face.

At the age of ten, Bristley started out to



FRANK D. BRISTLEY

Grocery Clerks Who Have Become Successful

face the future alone, securing employment as a farmhand with a farmer on the state line of Ohio and Indiana. Though unaccustomed to hard work, he soon adapted himself to his surroundings. His abode was a log cabin and his bed was of corn husks in the attic. His duties were those of a regular farmhand—plowing, cultivating, rail splitting, etc. Extra duties were milking cows, feeding stock, building fires, and doing the many chores around the farmhouse—which oftentimes included the cooking of meals. His salary was board and lodging.

His school days were confined to the three months dating from December 1st to the end of February, at the little crossroads school-house where he often filled the position of teacher as well as that of pupil. There were about six scholars and the trustees could not afford a regular teacher. He did most of his studying at night by candle light or the light of the big log fire. Quite frequently, when candles were not available, he would improvise one by using cotton string saturated with melted lard (lard was cheap in those days).

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After many hardships endured during this preliminary stage of his training on the farm, he was able after his second year to secure a wage, as his services were then in greater demand. Aside from the few clothes required, his earnings went to the support of his mother and a younger sister and brother.

At the end of the seventh year he was the highest paid farmhand in the township. His contract called for twenty dollars a month for the nine months' period dating from March 1st to November 30th. This gave him a chance during the remaining three months to attend the village school, where, fortunately, he was able to keep up with his class.

During this school period he secured board and lodging by acting as office boy, hostler and general utility man to the village doctor, who was very fond of his society—especially on long night rides. The doctor had a very large practice and was called out at all hours of the night, and it became a habit with him to take young Bristley along. He lost considerable sleep and some of the time which should have been devoted to studies, but prof-

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ited in other ways. The doctor wanted to pay his tuition through medical college, which offer he would have accepted willingly but that his mother and the younger children were in need of his support—hence he is not the famous M. D. he might have been today.

At the age of eighteen, after having finished his seventh corn-husking bee in the fields, he concluded to seek his fortune in the city. So, to save the bus fare, he packed his earthly belongings and walked fourteen miles to the city where his mother and the younger children were struggling for an existence.

He tramped the highways and byways of that city for two weeks seeking employment (the only two weeks he had been idle in seven years). After visiting nearly every factory, mill, and store where people were employed (and it seemed that help at that time was not needed) he finally, as a last resort, appealed to the proprietor of the largest mercantile store in the city where his father had traded during his prosperous days. He met with the same kind and gentle response, "We do not need any more help." In sheer desperation, and

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with tears in his eyes, he asked the privilege of working in the grocery department that he might "learn the trade" and thus qualify for a position later. As no salary was attached to this proposition, he was accepted. His duties consisted of filling oil cans, sprouting potatoes, sweeping out, and the many other distinguished services of a grocery boy. At the end of the second week the proprietor gave him fifty cents—twenty-five cents a week for the work he had performed. Again, he made an appeal to be placed on the regular salary list, only to meet with the same story that he had heard so often before, "We have all the help we need."

With tear-dimmed eyes and a heavy heart he took the fifty cents to his mother and told her his story. On the following morning (Sunday) the proprietor—who had not slept very well the night before—sent for him to come to his house. He put on his best Sunday-go-to-meeting clothes but found that the trousers were a little short, so strapped them under his insteps to hold them down and then presented himself at the mansion of the rich merchant.

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The merchant said he had thought over his request for steady employment and, seeing that he was ambitious, he wondered if he could sell merchandise bought in large quantities to other retail dealers. Bristley assured him that he could and they soon came to terms. The merchant agreed to give him a commission on his sales, prorated according to the profits. A day or so later the young salesman started out with his two carpet bags full of samples, and a price book. His only knowledge of what he was to sell was contained in that book. His first day's sales amounted to the magnificent sum of seventy cents. About four weeks later, when figuring up his week's commission, it was found that he was drawing more salary than the superintendent of the shop. So the proprietor concluded that he was making too much money for a beginner— notwithstanding that he was working on the merchant's own proposition. So the merchant said he would pay him three dollars per week with the promise of a dollar more later on.

Having a vivid recollection of his but too recent endeavor to find employment and not

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having mastered enough of the details, Bristley accepted the proposition. Eighteen months later he was superintendent of that entire establishment and three years later, as a result of that first day's sale of seventy cents, the Frechtling Wholesale Grocery Company of Hamilton, Ohio, was organized, and Bristley was the junior partner.

In 1895 Mr. Bristley severed his connection with the firm, with the intention of forming a new company. But before this was accomplished, a former townsman, Mr. George P. Tangeman, who was then vice-president of the Cleveland Baking Powder Company, persuaded him to take a position with his company. He found this work interesting and when the Cleveland Company was consolidated with the Royal Baking Powder Company in 1899, he was transferred to Indiana with headquarters at Indianapolis.

The first barrel of Royal Baking Powder he sold was to a dealer whom he routed out of bed before six o'clock in the morning. Trains never ran too early nor too late to inconvenience him and he was fond of talking baking

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powder as long as he was able to find a retail or wholesale store open where he could sell his line. His territory was soon enlarged and later he found himself making special trips to many parts of the country.

Thus, having filled every position from errand boy to general manager and proprietor in the retail and wholesale grocery business—having made a success as a traveling salesman and as a district sales manager—Mr. Bristley was qualified to assume the duties of sales manager of the Royal Baking Powder Company, when called to New York for that purpose.

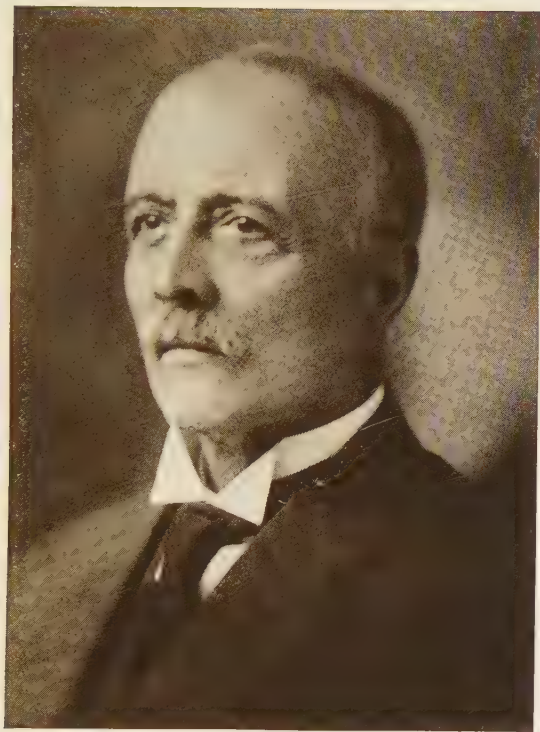
It has been his good fortune to be associated with big, broad-minded business men, and he is a firm believer in the old adage that "Where there is a will there is a way." What he has accomplished against almost insurmountable obstacles can and will be accomplished by others.

Grocery Clerks Who Have Become Successful

H. J. HUGHES

FEW young men who are now taking orders behind the grocery counter will go through the ordeals that Mr. Hughes has undergone during his forty-five years in the grocery business. Mr. Hughes says of his experience, "My business career has had a great many trials, and it is almost a miracle that I am still on the top."

Seventy years ago, when he was a baby, his parents came to this country from Chester, England, and settled in central Ohio. After a few years helping his father and mother, who had a family of nine to support, he finally settled with his young wife in Red Oak, Iowa, and became a clerk for Fisher & Son, retail grocers. This was forty-four years ago when Mr. Hughes was twenty-seven years of age. He had never had a business training and, as he says, it was considerable of an experience to start out retail clerking at that age without having had any previous knowledge of merchandising.



H. J. HUGHES

Grocery Clerks Who Have Become Successful

"My salary was fixed at sixty dollars per month at the start," Mr. Hughes says. "Living was much more reasonable then than at present, which made it ample for me to live well, but, realizing what was in the future, I determined to make the best of my opportunities and absorb all the good things I could.

"I was fortunate in the fact that my employer was a very high-grade merchandiser, and feel that my success was largely due to my good fortune in getting in his employ.

"In 1886, I made my first venture in a business way for myself at York, Nebraska, and would say that my chief ambition was to deal fair with my customers and be prompt in the payment of my liabilities and keep my credit unsullied. In after years, when I met with reverses which were not my fault, I found that my past record was worth everything to me and helped me to forge ahead, and inspired me to a greater effort to conquer all obstacles."

During the panic of 1893 and the subsequent hard times, it required the most careful and efficient figuring to maintain a grocery store, as a considerable number of Mr. Hughes'

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customers were supported by the charitable institutions of the city. At that time Mr. Hughes had a family of eight boys to feed, clothe and educate, but by strict economy, persistent effort and eternal vigilance, his business increased year by year and at the end of seven years he sold out, making a clear gain of twenty thousand dollars.

Some time later he bought another store. The proprietor of the property adjoining his store was excavating for a basement when an accident happened which caused the foundation of Mr. Hughes' store building to collapse, carrying the whole building and its contents into the excavation, and completely ruining his entire stock. He was fifty years old at the time of the disaster and lost every penny he owned. The future looked very gloomy and uncertain, but discouragement is not one of Mr. Hughes' attributes, and as his plans were being discussed for action, he discovered that he had made some substantial friends in business. Among them was one of the big wholesale grocery firms of the city who generously offered to supply him with a five thousand

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dollar stock of new goods so that he could commence business all over again.

A few years later he had paid in full for his initial purchases, had increased his stock several thousand dollars, and was again discounting all bills. Here is a career of grit and determination and thorough-going enthusiasm, which should make any man, grocery clerk or bank clerk, salesman or stenographer, take a tighter hold on himself. Mr. Hughes' success under tremendous difficulties is an example for which every young man should be grateful.



SIR THOMAS LIPTON

AS LITTLE Tommy Lipton, then only eleven years old, the now famous Sir Thomas Lipton, began work as a messenger boy in Glasgow, Scotland—running errands, sweeping out the shop, helping to wash the windows, for the sum of four shillings a week—he began laying the keel for the Shamrock. At the time Sir Thomas got his first position as a messenger boy, he was living with his mother and father in the tenement section of Glasgow city, on Rutherglen Road. “They were fine, wee houses,” Sir Thomas said, “Two rooms and a kitchen—twelve pounds a year.” Humble, hard days they were, with never enough to eat, but fine days nevertheless, so Sir Thomas says. “Some day, mother,” cried Tommy Lipton, the messenger boy, “some day, I’ll buy you a carriage and you can ride in it like a great lady. And you’ll have a bonnie house and a servant to wait on you, too. You won’t have to soil your fingers. I’ll work so hard, mother. Just you wait and see.”



SIR THOMAS LIPTON

Grocery Clerks Who Have Become Successful

And later to a friend, young Tom Lipton, then nineteen, said, "Some day I mean to be the largest provision merchant in the whole world."

Sir Thomas Lipton, when telling of his successes, is proud to state that the impelling motive of his life was his mother. She was his inspiration, and gave him the grit and ambition which carried him on from one success to another.

As a stowaway in the hull of a ship, when Tom was only fourteen, he left Glasgow for America, which to him was the land both of liberty and of opportunity. He travelled all through the States, generally without tickets, usually "riding the rods." He was looking for an opportunity. As a clerk in a big store in New Orleans, and later among the rice fields of Carolina, he had several hard and disappointing years, so he once more shipped as a stowaway, this time on board a steamer running from Charlestown to New York.

It was his dream to amass sufficient money to take him back to Scotland and there start a business which would be profitable, and to

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lift his parents out of poverty. When finally he was able to get together five hundred dollars, he bought a ticket back to Scotland, and when only nineteen years old—after the most trying experiences throughout the United States—he started a little grocery shop in Glasgow.

Sir Thomas Lipton's success since then is known throughout the world—four shillings a week at the age of eleven, a millionaire before he was thirty. His is a grocery clerk's career with a vengeance.





HYMAN PEARLSTONE

HYMAN PEARLSTONE

BEFORE Mr. Pearlstone had reached man's estate, he had already spent six years as a clerk. In this short sketch he emphasizes the importance of every young grocery man having a position in a wholesale grocery house as his objective.

I started my business career as a grocery clerk in my father's general merchandise store at Buffalo, Texas, at the age of fourteen, at a salary of six dollars per week; working in the store during each vacation in the summer and going to a country school during the school term.

I took a business course at Hill's Business College, Waco, Texas, and, when seventeen, entered the employ of a bank in Waco at a salary of twenty-five dollars per month, gradually advancing both in salary and position with that institution. On April 1, 1899, before I was yet twenty-one, I started in a very small way and with very limited capital, a wholesale grocery business in Palestine, Texas,

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—an institution that has made rapid strides and is now in its twenty-sixth year. The institution is the Pearlstone Grocery Company.

My first experience behind the counter as a boy gave me what little knowledge I had of the grocery business when I engaged in the wholesale grocery business.

Having a great deal of sentiment for my old home town of Buffalo, Texas, and having had a number of my old schoolmates working as grocery clerks in that town, I have watched their progress and have selected several of them as traveling salesmen in the grocery line, and all of them have been successful.

I feel that every grocery clerk should work with the objective of becoming connected with a wholesale grocery house—first as salesman, and gradually working his way up to a member of the official organization. I feel that there is more room at the top in the wholesale grocery line today for men with ambition than in any other line.



EDWARD HAAS

Grocery Clerks Who Have Become Successful

EDWARD HAAS

MR. HAAS was the founder of the Haas Wholesale Grocery Company of Neosho, Missouri, and we are indebted to his brother, Charles Haas, who is now president of that company, for the information contained in the following sketch.

Nearly fifty years ago, thirteen-year-old Ed Haas, in exchange for ten dollars a month, drove a delivery wagon in Neosho, Missouri, for one of the grocery stores. Three years later he was promoted to a clerkship with a larger salary, then he was made bookkeeper, and after a short time, having accumulated through careful thrift a total of four hundred dollars, he entered the retail grocery business on his own account. Neosho was then a small town of twelve hundred inhabitants and it took a great deal of courage and the hardest kind of work to make his little grocery store profitable.

Later on, selling his store for nine thousand dollars, he invested this sum in the wholesale

Grocery Clerks Who Have Become Successful

grocery business in Neosho, from which small business grew the present concern of the Haas Wholesale Grocery Company, which, when he founded it, was the largest and the most complete wholesale grocery house west of the Mississippi river.

In 1920, Mr. Haas decided that he had about all the worldly goods an old bachelor needed, so he turned his business over to his employees, giving them their own time and pleasure to pay for it, and removed to Los Angeles.

When Mr. Haas retired he thought he had had enough of work, but his early days of work and activity would not permit him to remain inactive and see life go passing by, so he got into the harness once more and is now active in financial matters in Los Angeles.



FRED MASON

Grocery Clerks Who Have Become Successful

FRED MASON

HERE is an account of a former grocery clerk's career written by Donald Mason, who is not only Mr. Fred Mason's secretary, but is his son as well.

Dad has asked me to answer your fine letter. He thinks it is a very fine compliment you have paid him in wanting the story of his modest rise in the business world.

Dad was born on a farm in the vicinity of Vernon Center, Minnesota, in the year of 1867. His parents, it might be mentioned, were the first white couple to settle in this section of Minnesota.

At eight years of age, he started work on the farm of an uncle. At thirteen, he got his first grocery experience as a clerk at the grocery store of Peter Bradshaw, in Superior, Wisconsin. This retail grocery experience was the foundation for his success in later years. Later he went to St. Paul and located in the office of Allen, Moon & Company—now J. H. Allen & Company, wholesale grocers—

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whom he was with for several years. His first selling experience came soon after this with the Pillsbury Flour Company.

My father's interest in the wholesale grocery business in his early days was keenly evident by the fact that he was the first and only man in the country to suggest a list price for grocers to sell goods by, these lists to be made up by the manufacturer. This suggestion later brought him into the Association business.

The positions he held in Association work were as the secretary of the St. Paul Retail Grocers' Association, and eight years as the secretary of the Minnesota Retail Grocers' and General Merchants' Association. He next was the secretary of the National Retail Grocers' Association, and in this capacity achieved a remarkable success in organization work.

In 1905 and for the next five years, Mr. Mason was the assistant sales manager of the Diamond Match Company, New York. In 1910, he went with the Shredded Wheat Company, Niagara Falls, N. Y., as general manager. Two years later, he assumed the position of vice-president and general manager of

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the same company, and, in 1916, he became its president. While with this concern, he was twice elected president of the Niagara Falls Chamber of Commerce. At the close of his presidency, as a recognition of his wonderful service, he was elected honorary advisor on the board of directors.

After four terms as vice-president of The American Specialty Manufacturers' Association, he became president in 1919, and retired as such in 1922. Resigning from the Shredded Wheat Company in 1921, after eleven years, but consenting to remain a member of the board of directors, Mr. Mason entered the services of The American Sugar Refining Company as vice-president.

In 1923, he was elected a director of the company, and a year later was made president of The Franklin Sugar Refining Company, bringing the sales work of both companies more directly under his supervision. Through all dad's business career, he has tried at all times to love his neighbor as himself, or as he calls it, mixing sentiment in business.

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HENRY SCHLIEMANN

HENRY, or Heinrich, Schliemann was born in Mecklinburg-Schwerin in 1822. His father was a poorly paid pastor who gave him little education but taught him the historic legends of the neighborhood and the stories of ancient Troy and Pompeii.

At the age of fourteen Henry went to work in the grocery of Holtz at Fuerstenberg, and worked under him and his successor, Hueckstaedt, for about six years. He started work at five a. m. by sweeping out the shop, and then sold herring, butter, potato-whiskey, milk, salt, coffee, sugar, oil, and candles. In his spare time, all he had to do was to grind potatoes for the still. He kept at work until eleven o'clock at night, thereby getting only six hours for sleep and recreation. His salary for all this was ninety marks, or some twenty-one dollars and sixty cents a year.

Towards the end of his five years there he hurt his lungs by lifting too heavy a cask, and, after resting for a while, he found work for a



HENRY SCHLIEMANN

Grocery Clerks Who Have Become Successful

brief period in Hamburg groceries at the rate of forty-three dollars and twenty cents a year. When his chest bothered him again, a ship's broker found him a place as cabin boy, but the ship itself was wrecked on his first trip, and he spent nine hours in an open boat in a storm before he landed in Holland.

In Amsterdam he became a clerk for the merchant Quien, and then correspondent for Schroeder & Company, merchants and importers.

Here he received about two hundred and forty dollars a year, and obtained spare time enough to learn English and Russian.

In 1846, he was sent as an agent to St. Petersburg and Moscow, and the next year, while retaining the agency, became a wholesale merchant on his own account.

In 1850, he went to California, and in that same year became an American citizen when California was admitted as a state.

He kept up his importing trade, especially in indigo, and to a lesser extent in tea, and made a large fortune. During the Crimean War he was in Russia and more than doubled his wealth.

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In 1864 he retired, and, after travelling through Greece, he began excavations at Hissarlik, in Asia Minor. Here he actually dug down through the remains of ancient Troy into the older Mycenaean city, where he found a good deal of treasure.

In 1876, on the site of Mycenae itself, he discovered the greatest ancient treasure unearthed up to that time. This was deposited in Athens, where he soon afterwards made his home and married an Athenian lady.

He continued his excavations at Hissarlik and unearthed many of the remains of Troy, and of the other ancient cities there. He was, in fact, busy at his researches until his death in 1890, at the age of sixty-eight.

His explorations created a greater sensation than the recent discovery of the tomb of Tut-Ankh-Amen. They proved that the Iliad of Homer was based on fact, and that a wonderful Greek civilization had been in existence a number of centuries before that of the classic period.



ROLAND H. HARTLEY

ROLAND H. HARTLEY

ROLAND H. HARTLEY was the son of a Baptist minister and one of twelve children, born and reared on a farm. His father divided his time between the pulpit and plow and logging camp, and as his task of supporting a wife and twelve children was not an easy one, he very early instilled the truth into his children that to succeed one must work hard and save. Roland Hartley began work, at the age of thirteen, as a grocery clerk, way out in Brainerd, Minnesota. When young Roland was but fourteen years old, his father died. Thrown on his own resources, he shouldered an ax and went into the Minnesota woods and for some years worked as axman, cook, teamster and river driver on the upper Mississippi river. Long though his hours were, he took one hour each night for study.

Hartley was bound to get an education, so he saved his money, and later was able to attend the Minneapolis Academy. Following this, he worked as a bookkeeper for eleven

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years at one desk for a big lumber concern, earning an average salary of eighty-five dollars a month.

Taking an active interest in public affairs, he became secretary to the mayor of Brainerd, Minnesota. After eight years as an aide-de-camp, with the rank of colonel, on the staff of three Minnesota governors, he removed to Everett, Washington, in 1902. His experience as a woodsman and his familiarity with lumber finally brought him the presidency of the Everett Logging Company, and executive work with other lumber firms. In response to our letter, Colonel Hartley, who was recently elected governor of the State of Washington, said of his first job as a grocery clerk with a little concern in Brainerd, Minnesota, "In my work for this concern I soon found that an honest, faithful service was the real secret to success in any line. The average man or woman does not care a rap who you are, but the all-important question is what you are."



JAMES REEVES

JAMES REEVES

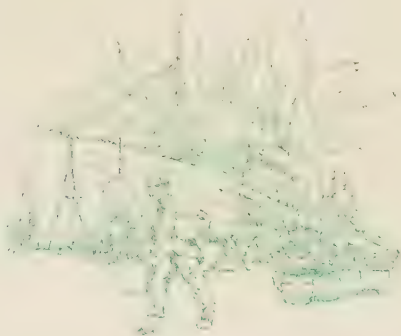
JAMES REEVES left a farm in County Clare, Ireland, and immigrated to America to learn the grocery business, with the clothing on his back and ten dollars in his pocket as his sole capital. In the first place where he got a job, starting at eight dollars a week, he worked for thirteen long years. Occasional raises in salary and constant thrift gave him his first nest egg of six thousand dollars.

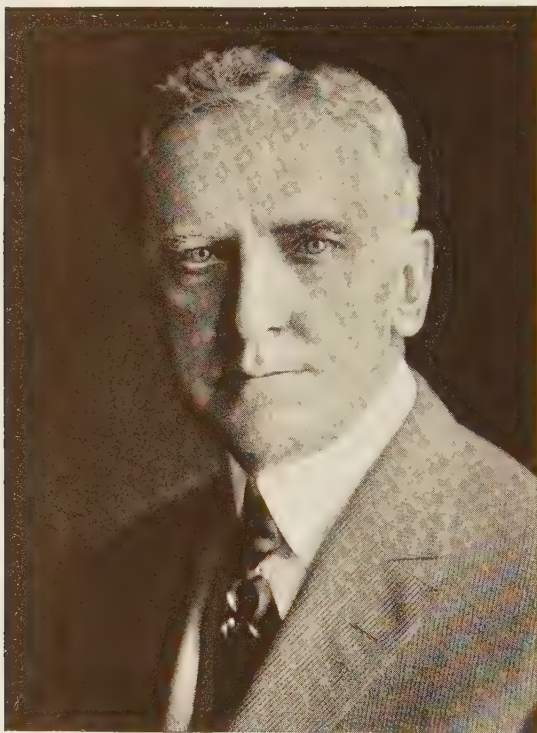
Thirty-two years old, energetic, full of ambition, the young Irishman gave up the only job he ever had and started a grocery store of his own. Mr. Reeves has many times said in commenting on his success: "I took chances—and I got the breaks. That's all there is to it. Other men have taken chances and lost."

Mr. Reeves is today the head of his great chain grocery stores in New York City and its suburbs. His annual turnover is more than twenty million dollars and probably ten million customers are served in his stores each year.

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A year after his first store was opened, young James Reeves formed a partnership with his brother Daniel, who had left Ireland soon after his brother, and who was also looking, as his older brother had, to make a fortune in the grocery business. In 1911, Daniel Reeves died, and James took over his brother's interest and, as a tribute to him, changed the name of the company to Daniel Reeves, Inc.





GUY E. TRIPP

Grocery Clerks Who Have Become Successful

GUY E. TRIPP

MR. GUY E. TRIPP, who is now the executive head of one of the world's largest industrial corporations, as a boy clerked in a grocery store in Wells, Maine, during his vacations and before and after school hours during the time school was in session. Three dollars every pay day was his portion. Mr. Tripp's opportunities for an education were greater than many of the boys who began their business life as grocery clerks, and that he took good advantage of the opportunities is proven in the success that he has attained.

Mr. Tripp writes: I have had no unusual experiences, nor did I have any overpowering ambition in one direction.

I went to Berwick Academy for a while but did not graduate because a boy friend of mine, who was working for the Eastern Railroad and located in Salem, came home on a vacation and said he thought that he could get me a job in Salem in the maintenance and way department. The opportunity stimulated

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my imagination. I had never been in a city except for an occasional visit to Biddeford, Maine, and the idea of going out into the world was very attractive. Therefore, I induced my father to give his consent to this change in my plans, which were to go to college, and I took the job in Salem.

From there on it was a series of advancements due partly to opportunities and partly to attending to whatever I had to do with considerable enthusiasm and application.

Perhaps my state of mind during those days might be described as being anxious to qualify myself to take the next immediate step in advance. I am sure I never had any idea I could hurdle the universe in one leap.



WILLIAM M. CAMPBELL

WILLIAM M. CAMPBELL

AT BAINBRIDGE, Ohio, some years ago, William Campbell swept out his father's general store and built the fire before he went to school. His salary was only three dollars a week. Now he is the head of the Midland Grocery Company, which is doing a yearly volume of business totalling twelve million dollars.

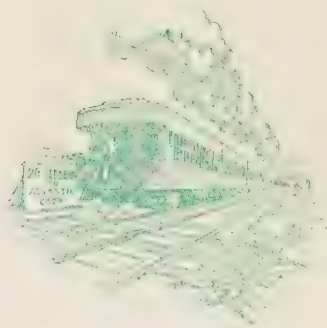
Last June, Mr. Campbell gave the greatest outing party of its kind that ever traveled over any railroad in the United States. In four solid Pullman trains he carried two thousand people to Atlantic City. His guests were customers of the company and others with whom they had business relations.

Mr. Campbell was the first to start the rural delivery of groceries from wholesaler to retailer by trucks, and he has been responsible for many other innovations in the wholesale grocery business. Here is an example of a man who has devoted his whole life to one line of business and has gone from the bottom of

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the ladder to the very top by concentration and loyal effort.

In his letter, Mr. Campbell stated, "I started in business as a clerk in a general store belonging to my father, and have been merchandising ever since I was big enough to stand on a soap box and sell goods over the counter, going through all the departments of the general store from selling to buying and management, then later entering the wholesale business in this city."





H. C. BOHACK

Grocery Clerks Who Have Become Successful

H. C. BOHACK

FORTY years ago there landed at old Castle Garden in New York City, a penniless German lad of seventeen. Within a week H. C. Bohack had secured his first job as a grocery clerk in a Brooklyn store, with the tremendous stipend of seven dollars a month and board.

His hours were easy: he had to be at the store not before five in the morning, and any time after ten at night he was free to do as he pleased. He pleased to sleep in the back of the store, and thus was able to save some money. He was a natural born salesman, but he did not know our language and he did not know much about business. He learned a great deal of both in the next three years. He then accepted a partnership with another grocer. Another three years and he had saved enough capital to buy a store of his own, keeping a half-interest in the first store. At twenty-three he had bought out his partner and was running two stores.

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It was on May 25, 1889, thirty-five years ago, that Mr. Bohack opened his first store, which was the beginning of the present chain which today consists of two hundred and eighty-five stores.

Here is a grocery clerk who started in a strange country, in a strange business, with a strange language, and with no money, who is now the head of a business that is doing a volume of around twenty million dollars a year.





C. W. PATTERSON

Grocery Clerks Who Have Become Successful

C. W. PATTERSON

EVERYBODY in the grocery business has heard of the firm of Austin, Nichols & Company. Something of how Mr. Patterson came to be the head of this business, he tells in the following brief article.

I very cheerfully admit being, in a business sense, distinctly a product of the grocery business. My experience and my knowledge of the line was acquired in the school of actual practice and through successive connections with various phases of the food industry.

As a lad I carried a delivery basket, clerked behind the counter as a youth, graduated into the wholesale and the producing end of the business, and as quite a young man sold goods on the road—sold them successfully too, partly because I knew the inside and the outside of the merchandise I sold, and partly because I was really enthusiastic about the goods and about the selling.

To enlarge my field of experience, I sought a situation behind the firing line of selling,

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and secured a connection with one of the departments of the house, and before any great length of time was placed in charge of that department.

Having mastered the "technique" of departmental routine, I again turned to that side of the business that always has interested me the most—selling. In fact, to my mind, "selling" is the all-important feature in any enterprise, and the other departments in that business are of value to just the extent that they contribute to successful selling.

My present position is that of president of Austin, Nichols & Company, Inc., but I am still just as eagerly looking forward to larger possibilities and greater opportunity to serve, as at any previous period. This character "bent" is something that I could not change if I would, and would not change if I could.

Self-analysis is not easy, not always clear, or even entirely logical. However, as I see them, the things underlying my course of action have been plain and simple principles. First of all, I have never hesitated to make prompt decisions and to accept the outcome

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of such decisions. I do not mean to imply a reckless disregard of consequences, but rather, to practice in business that quality of alertness that a good chauffeur displays in driving a car at a good speed, yet avoiding obstacles and bumps—certainly never to be guilty of the kind of “caution” that means indecision and inaction.

No consideration would have induced me to remain in this grocery business if I had not liked the business. It always had a special appeal for me—in it I saw a tinge of romance no less appealing than that which entices other men to the sea, or to lives of adventure. To me the food industry is not a humdrum handling of sugar and salt, but is that range of thought, plan, and action that reaches to the far corners of the earth for the unusual, as well as the usual—spices from Araby, tea from the Orient, as well as breakfast foods from Battle Creek. I believe that the modern handlers and packers of food products render a distinct service in adding to the variety of fare—a service not to be measured in economic terms.

I worked hard—yes—and continued to do

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so, but I kept my eyes open while I labored and was careful to see that my efforts were directed to definite things.

This is in no sense offered as a chart of life for other men. In my mind, it is but the impression that I personally have of my own business efforts.



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J. H. McDONALD

THOUGH Mr. McDonald was his own grocery clerk in his own store, his experience will be as helpful to those who read this book as if he were employed originally in that capacity by someone else. He taught a country school when he was twenty-one, just after coming out of college with, as he says, "nothing more than a literary education, a spiritual education and a lead pencil."

His great desire was to start in a business of his own, so a little later he bought a bankrupt stock, gradually adding new goods. At the end of the first year he had made a profit of about two hundred and fifty dollars. It was his dream to own a chain of retail stores, and to obtain them he took the profits earned in his first business and opened up his second store; the next year by taking the profits of both stores he opened up a third, and so on, until he had obtained eleven stores. In 1913, he entered the wholesale business.

"I am glad to say that I have set my aim

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now at owning a number of wholesale houses, as I am but fifty years old and have twenty-five years yet of the best of my life to spend.

"I recall some advice given me by a merchant back in the early part of my business career, in which he said that if I could make a dollar and save fifty cents of it, that I would soon accumulate enough to enable me to own a business of my own, and a business that I would be proud of. Hence, my suggestion to the young man is to realize that he has certain periods in life to go over, and that the early periods of his life are not earning periods from a financial standpoint, but are absolutely necessary to enable him to earn in the latter periods."

Mr. McDonald has given to us a very interesting scheme of life. He believes that every man's life should be divided into six periods, and for your benefit and with gratitude to Mr. McDonald for giving us this interesting idea, we are quoting here the suggestions that he has made. Every young man cannot follow the scheme of life as Mr. McDonald has outlined it, nor would every

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young man do so if he could. Each man must live his life as he is given the light to see it. Mr. McDonald's idea is that up to the age of sixty, living is just one grand educational period,—but let him tell it in his own words:

From birth to fifteen years: This part of life is nothing but expense, for we know that it costs somebody something to educate a child. Hence, at the age of fifteen, the boy could not be expected to have a large earning capacity.

Second: From age of fifteen to thirty, the literary college education period, as you know, is also an expensive period. When the young man gets through college, he hasn't as yet had an opportunity to earn dollars and cents.

Third: Thirty to forty-five years: primary business period. We must bear in mind this: that it is necessary to have a business education as well as a literary education. Hence, his earning capacity is limited. By some it is said that if a man can be worth one thousand dollars for every year he is old—at this age it would be forty-five thousand dollars—he has been reasonably successful.

Fourth: From forty-five to sixty: higher

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business education. He should at the end of that period have a thorough business education and accumulated at least one thousand dollars for every year he has lived, making his worth at the end of that period sixty thousand dollars.

Fifth: Sixty to seventy-five—which, as above stated, is the most competent part of one's life in the business way (provided he has taken good care of his physical and mental powers)—and at the end of that period he should easily be worth one thousand dollars for every year he is old and be in possession of life insurance policies to the amount of one thousand dollars for each year of his age, amounting to seventy-five thousand dollars, making his total assets one hundred and fifty thousand dollars. If he has done this, he probably then is a fit subject to retire, for the next fifteen years are the last period, between seventy-five and ninety, which is the limit of his full expectations, and he should enjoy life for the reason that he should have accumulated an excellent literary and spiritual education and accomplished his financial means.



E. A. STUART

Grocery Clerks Who Have Become Successful

E. A. STUART

WHILE Mr. Stuart was not actually a clerk in a grocery, yet he started in business in a very small way; being clerk, order taker, and delivery man in his own store, which was nothing more than a tent located among the railroad construction camps on the Santa Fe Railroad, near El Paso, Texas. From tent to adobe, from adobe to a wood-constructed building, his business grew into one of the finest retail stores in El Paso; later branching out into the principal wholesale grocery business in that town. On account of the ill health of a member of his family, it was necessary for Mr. Stuart to sell his business, and he removed to Los Angeles, where he formed a partnership in a wholesale grocery business, under the firm name of Craig & Stuart.

After about twenty-three active years in the retail and wholesale grocery business, Mr. Stuart retired from this field and took up the evaporated milk business. It was a favorite

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flower that named Carnation Milk. It was a bright-eyed, laughing woman who first said, "Contented Cows."

Mr. Stuart is now president of the Carnation Milk Products Company, but it is only a few years ago that he was a mule driver in a construction gang on the Santa Fe Railroad.





F. A. MCGUIRE

F. A. McGUIRE

MR. F. A. McGUIRE had less than a common school education, when, as a boy, in the state of Kansas, he took over a colored man's work as driver of a delivery wagon for the grocery store of Kauffman & Thompson.

After three and one-half years with this firm, driving the wagon, taking care of the horses, and doing the general work around the store, he took a six months' course in the Topeka Business College.

After ten years more of clerkship in another grocery store, he secured a position as a demonstrator and salesman for the Curtice Brothers, of Rochester, New York.

Twenty years ago he came to the present firm, of which he is now president, and was a salesman in the old Indian Territory. He had charge of a single territory for eighteen years, and demonstrated his ability to get a good volume of business from nearly the same patrons year after year.

Mr. McGuire takes particular pride in the

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fact that, with the exception of the six months' time that he spent in the business college, he has drawn pay for every day of the thirty-six years of service he has devoted to the grocery business.





HARRY K. HUNTOON

HARRY K. HUNTOON

MR. HUNTOON has always been in the grocery business. From the country school he went to the delivery wagon of his father's little store, became a clerk, and at nineteen was a salesman out on the road. At thirty-six, he came into the Minnesota Mercantile Company, when the company was first formed thirty-six years ago, and is now their largest stockholder, and president and manager of the company.

In writing to us, Mr. Huntoon said, "Of course, we are small people, but we have an enviable record, having for the last thirty years without interruption paid dividends to our stockholders. We discount all our bills, have a little organization of only twenty-four people, own our property, are very happy and fairly prosperous."

